
18.0 CRISIS NEGOTIATION TEAM

18.01 POLICY

- A. The Crisis Negotiation Team (CNT) policy specifies procedures for handling hostage and/or barricaded suspect incidents, establishes negotiation policies, and outlines the duties of responding members.

18.02 DEFINITIONS

- A. Hostage Incident: a situation where a person holds another person against his or her will.
- B. Barricaded Suspect Incident: a situation where a person, intending to evade arrest, takes up a defensive position armed with a gun, explosive, or a weapon capable of harming others and presents a deadly hazard to arresting officers.

18.03 MISSION STATEMENT

- A. The primary objective of the Department's Crisis Negotiations Team is to respond to critical incidents such as attempted suicides, barricaded subjects, hostage situations, and any other situation where a crisis negotiator would be beneficial; and existing Department policy and procedures failed to successfully resolve the situation at hand.

18.04 GOAL

- A. The goal of the Crisis Negotiation Team is to protect lives, apprehend suspect(s), and assist individuals in crisis through the use of negotiation techniques. The CNT operates under the supervision of the Chief of Police and/or Operations Lieutenant.
- B. The Team Leader is currently assigned to the Department. The team consists of an additional member from the JPD and one (1) member from the Teton County Sheriff's Office. The Chief of Police and/or Operations Lieutenant will deploy the Crisis Negotiation Team, as needed.

18.05 TEAM MEMBER QUALIFICATIONS

- A. Team members with the following skills/characteristics may be considered for the Crisis Negotiations Team:
 1. A Volunteer
 2. High level of self-control
 3. Ability to remain calm under stress
 4. Excellent interpersonal communication skills
 5. Calm and confident demeanor
 6. Good listener and interviewer
 7. Works well in a team concept
- B. Once selected for the team, the member must complete a minimum of forty (40) hours in a qualified Crisis Negotiations course before serving in the role as a "negotiator" during an incident.
- C. It is recommended that negotiators annually attend a minimum of eight (8) hours of refresher training in order to stay proficient.

18.06 HOSTAGE SITUATION: INITIAL RESPONSE

- A. The first members arriving at the scene of a hostage situation should avoid the impulse to take immediate action and confront the hostage-taker(s).

B. Members should:

1. Assess the situation.
2. Advise the on-duty Supervisor of the circumstances and the need for assistance from tactical and negotiations personnel.
3. As additional members arrive, they shall contain the incident by isolating the crime scene and evacuating the immediate area using the following guidelines:
 - a. Evacuate all injured persons.
 - b. Remove all unininvolved persons from the area.
 - c. If the hostage is inside a building, evacuate the building and adjacent buildings of all unininvolved persons.
 - d. Prevent pedestrian and vehicular traffic from entering the area.
 - e. Seal off all escape routes, as the safety of the hostages can best be assured by preventing their removal by the hostage-taker.

C. Incident Commander:

1. The first supervisor on-scene shall be Incident Commander. The Incident Commander will make all decisions regarding police action to be taken.
2. This Supervisor will remain the Incident Commander until relieved by another supervisor.
3. The Supervisor at the scene shall initiate the Incident Command System, delegating duties as additional resources arrive.

D. Incident Commander shall:

1. Notify the Operations Lieutenant and/or Chief of Police and all members of the Crisis Negotiating Team of the situation.
2. Establish a command post and inner and outer perimeters.
3. Determine the deployment of all law enforcement and vehicles at the scene.
4. Call for assistance from other agencies, as necessary.
5. Obtain as much information as possible about the hostage-taker.
6. Before taking direct police-action, make an effort, if possible, to persuade the hostage-taker to surrender.
7. Ensure that the hostage-taker knows of the presence of the police, but not their specific deployment or strategy.
8. Determine the necessity for any special equipment, including body armor, special weapons or specially-trained police units (i.e., Sniper, Bomb, and CNT).
9. Coordinate the actions of tactical and hostage negotiations personnel.
10. Request the cooperation of the telephone company to obtain and maintain police control of all telephones available to the hostage-taker
11. Anticipate and prevent attempts by the news media to contact the hostage-taker directly.
12. Deal with the news media in accordance with the Department policy on Police Media Relations.
13. Call for emergency equipment and personnel, as necessary.
14. Take every verbal and tactical means available to secure the apprehension of the hostage-taker without harm to the hostage(s).
15. Take every precaution to avoid injury to the hostage(s), to law enforcement, or to any innocent persons in the vicinity.
16. Consider authorizing the use of force, including chemical agents.

17. Ensure that, when the appropriate time comes, properly instructed and well-equipped law enforcement will make the actual apprehension of the hostage-taker.
18. If the hostage-taker kills one (1) or several hostages during negotiations, take immediate action to save the remaining hostage(s) if it appears the hostage-taker is likely to kill more hostages.

18.07 IF SUSPECT/HOSTAGES BECOME MOBILE

- A. Every effort shall be made to keep the hostage confrontation from becoming mobile because it would become much more difficult to contain and control.
- B. If the situation does become mobile, the Incident Commander at the scene shall assign an unmarked car (preferred) to follow and maintain constant surveillance.
- C. The surveillance car shall follow and maintain contact with the hostage vehicle as long as hostages are being held, and advise the Incident Commander of their location and their progress.
- D. The dispatcher shall monitor the progress of the situation and keep the Incident Commander informed. On the direction of the Incident Commander, other agencies, including the Teton County Sheriff's Officer and Wyoming Highway Patrol shall be asked for assistance.
- E. The dispatcher will also notify the appropriate agencies if the situation moves into another jurisdiction. (See JPD Operation of Vehicles: Pursuit Policy 12.14)

18.08 SUSPECT DEMANDS

- A. The Incident Commander shall make all decisions regarding the demands of a hostage-taker.
- B. The following demands shall not be complied with under any circumstances:
 1. No weapons will be supplied to the hostage-taker, as it is always possible that the hostage-taker may be bluffing with an unloaded or imitation firearm.
 2. No additional hostages will be given, and exchanges of hostages must be made cautiously, if at all.
 3. A hostage-taker shall not be allowed to remove a hostage to a location where law enforcement may not be able to act immediately.

18.09 NEGOTIATIONS

- A. Generally
 1. The Incident Commander shall utilize the services of a trained hostage negotiator when necessary, and if a negotiator is available.
 2. Relatives or close friends of the hostage taker generally should not be allowed to act as negotiators. The hostage-taker may harbor deep hostility toward these people, and their safety may be jeopardized.
- B. Negotiations Team Call Out
 1. The Chief of Police or Operations Lieutenant shall determine if the services of a negotiator are appropriate for the given incident and authorize the use of the Negotiation Team.
 2. Teton County Sheriff's Office Dispatch and/or the Incident Commander will notify the Crisis Negotiation Team Leader and request them to respond. The caller must be prepared to provide the CNT Team Leader with information about the incident, including:

- a. Location of the incident.
- b. Number and identity of hostages and perpetrators.
- c. Weapons, types and quantities.
- d. Reason behind the hostage taking, if known.
 - (1) Fleeing criminal
 - (2) Terroristic or political extremist
 - (3) Religious fanatic
 - (4) Mentally ill person
 - (5) A “wronged” person

3. The caller should provide any other information that would be helpful for the negotiations team in planning their response.

C. Negotiator Responsibilities

1. Accumulate as much information about the hostage-taker as possible, and appear compassionate, yet unemotional.
2. Attempt to reduce the number of people involved, and talk only to the leader of the hostage-takers.
3. Do not portray themselves as the ultimate decision maker so that they may buy time more easily.
4. Attempt to ease the personal animosity, which the hostage-taker may have toward law enforcement or other group, agency, organization, or individual.
5. Avoid any appearance of weakness or lack of confidence, and never give away anything without getting something in return.
6. Utilize delicate prodding, such as, “What if...” or “How can I sell your request to my bosses?”
7. Elicit from the hostage-taker how the problem can be resolved.
8. Check out alternatives to “buy time.”
9. Never criticize an idea of the hostage-taker, or attempt to impose the negotiator’s judgments or values.
10. Negotiate everything (i.e., trade food, water, electricity, heat, or air-conditioning for hostages or extensions on the hostage-taker’s deadlines).
11. Keep the hostage-taker in the decision-making status by requiring them to decide even minor issues (i.e., if they want food, what do they want? What do the hostages want? What about drinks – large or small, diet or regular? etc.).
12. If necessary, provide the hostage-taker with a means of communication (i.e., telephone, radio) for negotiations, with approval of the Incident Commander. Make certain that the device provided can receive or transmitting only on the channel set aside for negotiation and cannot be made to receive tactical communications. Telephones are preferable to radios because telephones are more private, and radio batteries will go dead during prolonged negotiations.

D. Conclusion of Negotiations

1. When a hostage confrontation is terminated, the hostage-takers shall be taken into custody and removed from the scene as quickly as possible.
2. The hostages shall be provided with medical attention, if required.
3. Documentation:
 - a. The primary member shall write a police report.
 - b. Additional members at the discretion of the Operations Lieutenant and/or Chief of Police shall submit supplemental reports articulating their role in the call.

4. After-Action:
 - a. The Operations Lieutenant shall arrange for a “debrief” in which all the members involved in the incident discuss “what went right” and “what could have been done better.”
 - b. Lessons learned for the next incident.
5. Counseling:
 - a. The Operations Lieutenant shall arrange for stress-debriefing sessions with qualified counselors for all members directly involved in the hostage situation.